

15 November 1985

MEMORANDUM FOR: Members, Agency Training Steering Committee

FROM:

Director of Training and Education

25X1

SUBJECT: Advanced Intelligence Seminar

1. This memorandum recommends that the Advanced Intelligence Seminar (AIS) be significantly modified and continued as a permanent part of the Office of Training and Education's (OTE) curriculum.

2. Background

The AIS was established in 1969 and was originally designed to expose mid- to senior-level officers (GS-14 to GS-15) to major international and domestic trends affecting the Agency. The Seminar served this purpose well until it lost its focus and its target audience. This began to occur somewhere in the late 1970s. Participant attendance fell, prerequisites were ignored, and the Seminar no longer attracted the clientele it was originally designed to serve. Moreover, some directorates began to use the Seminar as a substitute for the Midcareer Course, adding further confusion to the intent and purpose of the Seminar. By 1985, the DO had totally withdrawn from the Seminar, and the DI had expressed grave concerns about the Seminar.

3. In the spring of 1985, AIS was placed under curriculum review. Part of this review involved discussions with Agency officers at all levels over the need for a course like the AIS. There were clear indications that a course was needed which would not only explore the domestic and international trends affecting the environment in which the CIA must operate, but challenge the conventional wisdom and assumptions held by this Agency.

4. OTE believes there is a strong need for a restructured AIS. The course will be organized into essentially three segments: International Affairs, Domestic Affairs, and the Agency Response (see Attachment A for course schedule). We will use prominent guest speakers who hold a different perspective on both international and domestic issues (see Attachment B for list of possible speakers). Particular emphasis will be given to outsiders who are thoughtful but who are also vocal and articulate critics of current U.S. foreign policy and the role of intelligence. On domestic affairs, the course will examine alternative views about national priorities using such prominent speakers as

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ATTACHMENT A

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Stuart Eisenstadt (former Domestic Advisor to President Carter) or Charles Schultze (former Chairman of Council of Economic Advisors). We also will directly represent the other point of view about where resources ought to be located, such as poverty and welfare. The Congressional and the Media view would also receive attention. These speakers would be followed by those Agency officials who are responsible for developing Agency policy. We want to provide students with an understanding how the Agency conceives its current and future role in response to the outside perspective. We would expect students to challenge these officers about their perception of the issues facing the Agency and their perceptions about the challenges for the future.

5. These changes in the AIS are based on the assumption that Agency officers do not have time to think about their role in a broader context, nor do they have the opportunity to critically examine their beliefs and values. Too often the pressure of work forces the Agency to ignore the trends in our society which will eventually bring change to the CIA. In the past, the Agency has gotten into trouble because its officers have failed to perceive these changes and have continued to act on outdated and outmoded beliefs. AIS ought to serve as a vehicle for challenging our officers and engaging them in a stimulating dialogue with those who will surely be the forces that will affect this Agency in the future.

6. Who Should Attend?

We are looking for mid- to senior-level officers who now have or will have impact on the direction this Agency will take. This means Category I or II GS-14s and GS-15s. We want to hold the class size to 18 participants. This class size will allow for the necessary participant involvement. This allows for the quota of four nominees per directorate with two from the DCI Area. Quotas which cannot be filled by any one directorate will be offered to the other directorates (see Attachment C for draft bulletin).

7. OTE recommends that the AIS be modified as described and become a permanent part of the curriculum.

Attachments



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APPROVED:

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Deputy Director for Administration

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Date

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Deputy Director for Intelligence

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Deputy Director for Operations

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Date

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Deputy Director for Science and Technology

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